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**WELL-BEING AT WORK, WORKPLACE HEALTH PROMOTION
AND PRODUCTIVITY**

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ABSTRACT

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<p>The report emphasized the importance of well-being at work, workplace health promotion and employee's productivity in the company. Today's service- based economy enterprises are reliant on their workforce. The organization's valuable assets are healthy, motivated, productive and competent workforce. Thus, well-being at work is relevant and has numerous implications on the competitive benefits. Workplace health promotion supports wellbeing at work and employee health, which is beneficial for employees and employers. Employee productivity is an individual ability to work effectively and efficiently. Furthermore it is related to well-being at work and company performance.</p> <p>In the research part, the set of questionnaires were used to accomplished the result using quantitative method. The data obtained from the research were converted into different figures with the help of Microsoft Excel. The questionnaires were divided in four different parts: multiple choose questions, open-ended question and employees own opinions. The questionnaires were circulated to the employees of Kokkikartano on 2017 December to 2018 January.</p> <p>The result of the research indicates the employees experience towards well-being at work (WBW). Additionally, the feeling of respondents that the employer is concerned for their well-being. The respondent have experience the positive influence from WBB, WHP, productivity. Based on the respondents suggestions on how to support worker productivity are: offering coaching and training, considering rewards and bonus, maintaining a healthy atmosphere.</p>		
Keywords Wellbeing at work (WBW), workplace health promotion (WHP), employee productivity, retrospect.		

CONCEPT DEFINATIONS

EU	European Union
ENWHP	European Network for Workplace Health Promotion
FIOH	Finnish Institutes of occupational health
HR	Manager Human Resources Manager
ILO	International Labor Organization
LFS	Labor Force Survey
NWI	National Wellness Institute
WHO	World Health Organization
WHP	Workplace Health Promotion

ABSTRACT

CONCEPT DEFINATIONS

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1 INTRODUCTION

In this modern international business there has been growing concern of the wellbeing and health of the workforce. Well-being at work (WBW) simply means safe work, pleasant work and healthy work. WBW vitalizes motivated environment in the workplace as a result it increases employee's productivity. Workplace health promotion (WHP) support's employee wellbeing, employee capacity and productivity workplace for both employees and employers. Wellbeing at workplace helps in the success of an organization and it promotes working life. Similarly, it help to reduces pension and sickness costs.

The aim of the thesis is to provide a clear vision, importance and relationship between well-being at work, health promotion and employee productivity in an enterprise. Various studies claim that during the last decades, the nature of work was primarily service-based however, now there has been increasing interest on employee's health and wellbeing. Moreover, wellbeing at work (WBW) is increasingly connected to intangible aspects for instance competence, motivation and working atmosphere. The development of skills and motivation towards work is a key factor of wellbeing at the workplace. In many companies well-being at workplace has been investigated. In the case company, there has been significant number of wellbeing activities done annually. Likewise, for the employee's health and safety, there has been different kinds of trainings organized by the company and for the occupational health issues Kokkikartano has cooperates with Lakärikeskus Lava. To make employees motivated and happy kokkikartano provides different kinds of awards, incentives and non-monetary rewards.

The objective of this thesis was to get to know how the workers perceive wellbeing at work (WBW), workplace health promotion (WHP) and employee productivity in the case company. Furthermore, the main objective of this study was to develop the idea that will expedite well-being as well as worker's health condition in the future. The thesis was research based and contains nine chapters and aimed to provide the concrete data and ideas for the commissioner on the basis of which they can use to develop the well-being of the case company.

Additionally, the main goal of this study was also to improve the well-being at work (WBW) which leads to the satisfaction of the workers. If the workers are satisfied, they will be motivated and competent towards their work which increases the productivity in workplace and leads to a higher

profit. The high turnover of employees do not make a company's reputation good. Additionally, the company lose their trained employees.

In this modern and competitive economy, enterprises have to face numerous challenges and also their competitors in the market for the existence of the business. So, for the long-term succession of the business it is essential to have continuous innovation, improvement and development. The Long-term succession is dependent upon employees and their ability, skills, good health condition and teamwork in the enterprise. The employees who are healthy, competent as well as motivated are more capable of working for the company objectives.

The reason for choosing this topic was that author was interested in Kokkikartano wellbeing activities, their employee health promotion and productivity. It has been more than a year and a half that author has been employed in Kokkikartano (case company). The Author is a part of the production team along with author colleagues who are in different production department. Since working in a production team, it is the responsibility of the team for creating effective working atmosphere, well-being at work, good health condition of workers and at the end to improve productivity. The thesis topic was also an interesting topic to the HR manager from Kokkikartano Oy who is the commissioner for this thesis.

The theoretical and research part of this study is structured into nine chapters. The first chapter provides the introduction including background, objectives, aim and research. Likewise, the chapter two describes about wellbeing at work along with six dimensions of wellness and wellbeing strategies in workplace. Occupational health promotion and employees health issues as well as safety are presented briefly in the chapter three and additionally occupational injuries and diseases are discussed in the same chapter. The fourth chapter discusses employee's productivity that contains work ability, competence and motivation and also how work ability, competence and motivation are affected by atmosphere, organizational culture and leadership. Moreover, the inter-relation between wellbeing at work (WBW), workplace health promotion and employee's productivity are described.

Furthermore, in chapter five the research method is described. The analysis of data collected for the research is described in chapter six. In the research, the information and data was collected through a survey questionnaire where in the survey author present quantitative research module questionnaire's. In chapter seven, the mission and the result of the interview with HR manager has been presented. Likewise, the recommendation on how to enhance employee productivity is described in chapter eight.

and lastly the conclusion are presented. Moreover, the survey was conducted with the employee's of the Kokkikartano to find out how the worker's perceive wellbeing at work, workplace health promotion and employee productivity. Altogether 30 employee's of Kokkikartano took part in the survey including permanent, fixed term as well as rental workers.

2 WELLBEING AT WORK

There is no common definition of well-being at work. Well-being is a complex matter. Wellness is a vast, deep and broad concept, and it can be defined and looked at from various angle's. It differs according to the culture, language and country. However, in recent decades there has been growing interest and importance in this topic. Additionally the terminology varies- workplace well-being, occupational safety and health, work and health ability and well-being at work refer to the same subject matter. The term well-being at work (WBW) is used in this study. In the 21st century workplace has been authorized as the priority framework for health promotion (World Health Organization 2017).

The Traditional meaning of the well-being at work (WBW) meant the minimum standards for working conditions considering health and safety. However, now rapidly developing working atmosphere this concept has become too small. Even over the time, the old term “work capacity” has been replaced by the term “wellbeing at work”. There is a growing concern in three main elements i.e. employee health, welfare and safety. Essentially, there is focus on prominence on work relevant stress and mental health rather than physical injuries of employees. Employer's opinion play an important role in preventing unnecessary stress and work injuries. Likewise it also promote healthy work lifestyle of workers. (Torrington et al. 2008,27-528).

Workplace well-being programs are essential in every organization for their employee mental and physical health. Its aim is to improve the health of the employee's and their families while reducing employer's related costs. Wellbeing programs in workplaces assist and support worker's for to have healthier lifestyles. The program can include promoting staff members' awareness on health topics, scheduling behavior change programs and establishing corporation level policies for supporting health-related goals. Wellness term has been applied in various ways. According to National Wellness Institute the definition of wellness is the “Wellness is an active process through which people become aware of, and make choices toward, a more successful existence” (National Wellness Institute.)

2.1 The six dimension of wellness

The six dimensions of wellness model was developed by Dr. Bill Hettler. He is the president and cofounder of the National Wellness Institute (NWI). Wellness institute is an organization established to provide and support health promotion wellness. All six wellness dimensions - social, physical occupational, emotional, spiritual and intellectual are demonstrated in the model and must be for an individual to have overall wellness. (National Wellness Institute 2007.) The six dimensions by Hettler has been described in the following paragraph.



FIGURE 1. The Six dimension of Wellness Model (National Wellness Institute 2007)

Firstly the occupational wellness is the ability to accomplish a balance between leisure time and work time by addressing office stress and making relationship with workmate. When individuals contribute their meaningful and rewarding talents and skills to work, it increases satisfaction. It is important to look for a job in such a field that a person feels passionate and feel their work is more like fun and less like work. The choice of career ambitions, profession, performance and job satisfaction are the significant components of the terrain of an individual's paths. An Individual can achieve occupational

wellness by choosing a career path well-matched to their personal interest, personality and talents. Likewise, by involving in structured opportunities to develop functional as well as transferable skills rather than uninvolved and remain inactive (Hettler 1976.).

Likewise, the physical wellness promotes the overall health and wellness. Additionally physical wellness recognizes the necessity for daily physical activity. Physical wellness encourages an individual to care for their physical body through proper diet and nutrition, physical activities and a good mental condition. To achieve physical wellness it is better to consume proper foods and beverages which enhance good health rather than those that harm our health. Additionally, it is always better to be physically well. Optimal physical wellness can be acquired through different physical exercises along with the healthy eating habits. The elements of physical wellness includes such as muscular strength, cardiovascular strength (UFC 2018).

Similarly, individual's travels through the social wellness feeling can become more aware about existence and importance being in the society. When a person discovers the power to make choices that enhance the personal relationship and makes an effort to build a better society. Later they will actively look the ways for the preservation of the nature and its beauty which helps to maintain the ecosystem and in return can get various benefits. The social wellness tries to educate people that it is better to live in a society with peace and harmony without affecting or destroying the environment and nature. National Wellness Institute says the emphasis behind the social wellness dimensions is becoming a contributing member of society (NWI 2007).

Furthermore, intellectual wellness emphasizes mental and creative activities and bring new ideas (National Wellness Institute 2007). Intellectual wellness can be achieved by engaging in formal education but also from life experience. When individuals develop their intellectual curiosity, they strive actively to expand and challenge with creative activities to their mind. To achieve intellectual wellness it is better to challenge and stretch our mind with creative and intellectual pursuits than to turn out to be unproductive and self-satisfied. This wellness motivates individuals to be more active on mentally stimulating activities which also expands knowledge allowing them to share it with other individuals. This wellness is considered more important since it helps to explore new ideas and understanding from which any individuals can become more mindful. (UFC 2018).

Additionally, the dimension of spiritual wellness emphasizes the meaning in life and purpose in human existence. The spiritual wellness includes various aspects for instance: to love, to show compassion

and the ability to forgive. Likewise, in the spiritual dimension individuals may experience numerous feelings of despair, fear, doubt, discomfort and disappointment but also the feeling of joy, discovery, happiness and pleasure. The spiritual dimension provides values, ethics and moral which help to guide in decision-making. To develop spiritual wellness takes time but with help of simple steps that can help to develop spiritual wellness. To reach spiritual wellness, it is better to consider the meaning and purpose of life and to be tolerant to other's beliefs than to become intolerant. Correspondingly, it is better to live each day of life with one's own values and beliefs than beliefs and feel untrue to oneself (National Wellness Institute 2007.).

Lastly, the dimension of emotional wellness implies the ability to be awareness and acceptance of feelings (National Wellness Institute 2007). The emotional aspects contain some aspects: self-confidence, trust, self-acceptance and self-control. It also involves the ability to deal with worry, attitude and flexibility. In the wellness, it is essential to have awareness of and acceptance of feelings with everyone. On the emotional wellness path, individuals can express their feelings freely and effectively. To attain the emotional dimension it is better to be aware of and accept one's own feelings rather than deny them. Moreover, in life it is better to be optimistic rather than to be pessimistic (National Wellness Institute 2007).

2.2 Strategy

In today's competitive business, it is crucial to have healthy, competitive and motivated workforce. Wellbeing programs, strategies or wellbeing actions at workplace are important in every organization. It increases employee's productivity, workers will be less on sick leave, it reduces long-term health care costs and also it prevents the risk of serious health issue in Future. Thus, well-being is a significant aspect of any work. Companies can adopt various strategies to promote the wellbeing at work for instance physical and mental wellbeing, support building strategic, employees health and many more. (Martin 2017)

Under the physical and mental wellbeing companies can adopt numerous strategic such as stress management as well as depression prevention. Many workers has been suffering from stress and depression because of workload and unmanaged working system so it is important to adopt stress management and depression prevention strategic in the companies. Similarly, providing relaxation spaces, promoting healthy lunch and breakfast as well as relaxation training, yoga are also some

strategies that companies can adopt to promote well-being at work. The risk of increasing mental health problem can lead by poor physical health also. Likewise, poor mental health adversely has an impact on physical health (Mental Health Foundation).

In the workplace, support building strategy plays a vital role for the well-being and health of workers. In this strategy various programs can be included: fitness breaks, workplace sport teams, celebrating birthdays and other important dates, using employees who are in house are experts in for example yoga, sports and others activities. This kind of strategy planning helps to make employees happy which motivates them and as a result it creates productivity. (Boyer 2010, 14.)

Since employee's health is a very crucial matter in any organization. It is important to provide proper healthcare services and proper medication for the work related injuries and illnesses. In the companies, depending upon the nature of work the employees may suffer from physical illnesses as well as mental stress. Furthermore, there are numbers of strategies which are available for wellbeing at work and promoting employee wellbeing. (WHO 2017.)

For many reasons wellbeing at work (WBW) is a complex element. Physical, mental and social aspects are a combination of an individual's wellbeing. Wellbeing at work (WBW) is also influenced by private life, not only the work life. Additionally, there are different meanings of WBW for each worker in the organization. In the wellbeing at work, what is relevant is the feeling of a person about his/her work during his/her working period. (Ojala & Ahonen 2003, 19-20). According to Ojala & Ahonen (2003), WBW influences an enterprise's competitive advantages in various way. It helps to decline costs related with occupational accidents/injuries, work disability as well as sick leave. For the company profitability and productivity wellbeing at work has a positive outcome. It also enhances workplace environment and motivation and as a result creates productivity in the workplace.

3 WORKPLACE HEALTH PROMOTION

Workplace health promotion means activities which promote and support an employee's well-being and health issues at work. In 1950, International Labor Organization (ILO) and World Health Organization WHO together adopted a definition as "Occupational health should aim at the promotion and maintenance of the highest standards of mental, physical, and social-well-being of employees in workplace". Similarly, occupational health and safety includes an employee's mental, social as well as physical well-being (European Network for Workplace Health Promotion, 2017.).

Workplace health promotion consists of wide sectors of activities i.e. "work-life balance, mental health and work stress, ageing, nutrition and health, life-styles, culture, employees development, wellness, Corporate Social Responsibility" (European Network for Workplace Health Promotion, 2017.).

According to European Network for Workplace Health Promotion (ENWH), workplace health promotion is the collective efforts of employers, employees and society at work to improve the well-being of people as well as health. This vision helps to continue improving the working atmosphere and also to improve the structure of the work organization. After implementing the workplace health promotion the organization can be more productive and also the safe workplaces can contribute to sustainable development. Workplace health promotion supports employee well-being and employee capacity as well as productivity and functions of the workplace (Finnish Institute of Occupational Health 2016.).

There is a number of factors which may not be covered under the legislation and practice of occupational health and safety programs. However, the occupational safety and health can help to improve the capability of the workers and helps the worker to maintain the healthy and safety work environment. The factors that are not covered under legislation can be organizational environment, the promotion of healthy lifestyles and non-occupational factors where family welfare, home and commuting conditions and community factors are included in non-occupational factors (WHO 2017.).

The idea of workplace health promotion is now increasingly becoming important since many of the organizations find out that the future success in a globalized marketplace can be obtained from healthy, qualified and motivational workforce. The lifestyle of the workers can have impacts on their occupational health and safety. Health education provided for employees can help in avoiding negative

effects of lifestyles. The health promotion activity is also done in the form of finding new resources of good practices and inventing of toolkits for making healthy workplace. (WHO 2017)

3.1 Occupational Health

Occupational health mainly means the nonappearance of any occupational diseases. The concept of occupational disease indicates the diseases or injuries which are originated from occupation and it is accepted by the National Compensation Authority, London. This concept also depends upon compensation practice and national legislation. In contrast, the diseases which are caused by work or work played a role for diseases are work-related diseases (OSH 2016.)

The figure below describes that the health and wellbeing are the important elements to increase the performance and productivity of the workers within the work environment. The figure also show that the above given terms need to be fulfilled to maintain a psychologically healthy workplace.



FIGURE 2. The psychologically healthy workplace (OSH 2016)

Occupational health encompasses many aspects related to occupational injuries and diseases, for instance research and reporting of injuries and diseases in workplace, legal requirements, prevention

and treatment for occupational injuries, psychotherapy for those internal injuries/illness and also compensation of employees. It deals with each aspect of safety and health at work (WHO 2018.)

There are various activities in WHP ranging from work organization improvement to healthy lifestyle promotion. Informing about the dangers of smoking and helping with quitting are also some parts included in WHP. Some other activities included are providing physical activity by the medium of sports facilities and encouraging employees to take part actively in exercise and informing about a proper healthy diet. WHP can also be about making the working environment flexible, giving a chance to the employees to organize the work themselves. WHP can also help in promoting mental health by providing stress management and consultation of the psychologist. (European Agency for Safety and Health at work 2010.).

3.2 Occupational disease

There are several meanings of the term “occupational disease”. However, for the International labor Organization (ILO) the term occupational diseases” covers any injuries or diseases caused by work related activity. In Europe, occupational diseases statistics are not fully reliable as in the member federations system and under-reporting difference.

Occupational diseases and injuries are tangible but at the same time intangible. Some of the injuries can be seen right after the incident whereas the effect of some internal injuries can be seen after some period of time. Those kinds of injuries are mostly seen on blue-collar workers. Similarly, the mental illness and disturbance can come out with workload and long working hours. The balance between mental health and physical health is essential for both employees and employers (OSH 2016.).

In the time period 1997-2007, Eurostat published European statistical description on health and safety at workplace. It has been divided into four sectors and they are manufacturing, construction, wholesale retail trade and last but not the least health and social work. The highest numbers of occupational diseases occurred in the following sectors. (Eurostat 1999-2007).

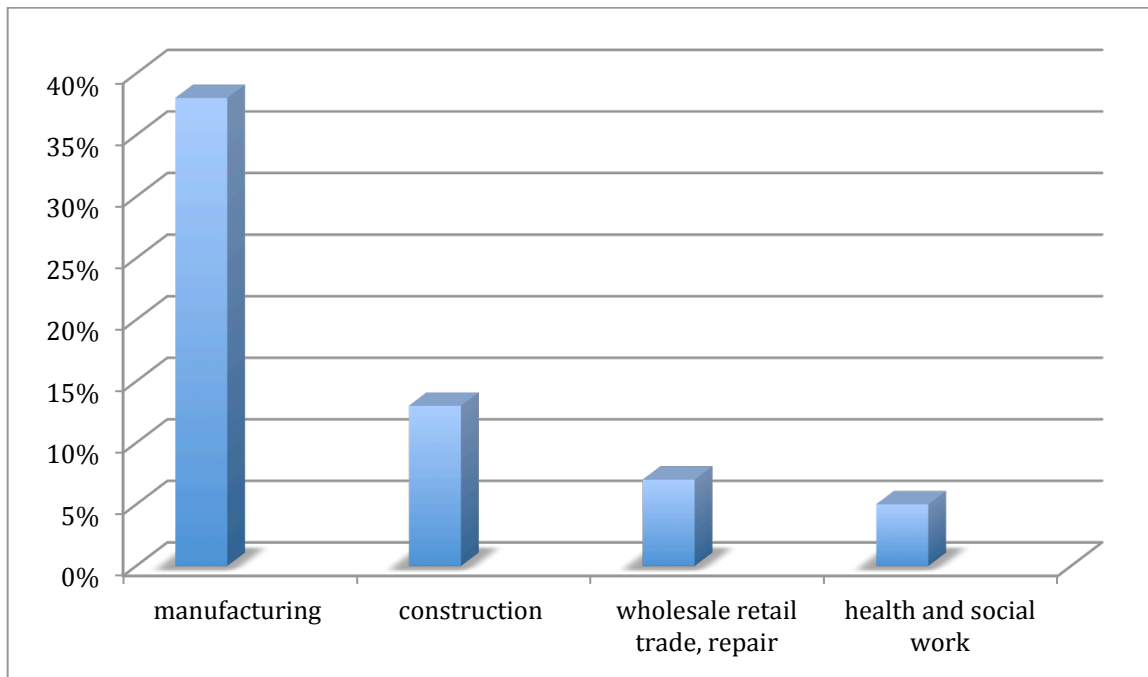


FIGURE 3. Occupational diseases (Eurostat, 1999-2007)

In the manufacturing sector, the number of occupational diseases seemed to be decrease within time. Likewise in construction, wholesale retail trade, repair and health and social work the number of diseases increased. According to the Labor Force Survey (LFS) in 2007 people from the age group 15 to 64 years old suffered from one or more health problems those who are working and had previously worked. Approximately 23 million people had a work-related health problem which is 8.6% of the respondents. (LFS 2007).

Similarly the accident report statistics shows a downward trend comparing with a work related health problem which was increased from 4.7%in 1999 to 7.1% in 2007. The hos module 2007, the European Union (EU) and Labor Force Survey (LFS) provides most serious work related health issue. The hos module is designed by European Union labor force survey (EU-LFS). The main aim of this module is to provide the statistical data to the users on some specific topic regarding the labor market. (Eurostat 2018.)

Work- related health problems	Number in percentages (%)
Musculoskeletal disorders	60.4%
Stress, depression or anxiety	14%
Breathing or lung problem	5%
Heart diseases or attack, other circulatory system	4.9%
Headache or eyestrain	4.7%
Infectious disease	2.8%
Hearing problem	1.4%
Skin problem	1.4%
Other types	5.5%
Total	100%

TABLE 1. Work-related health problems (adapted: EU LFS and hoc module,2007)

Occupational health promotion can contribute to improving the health and lifestyle of workers, maintaining a healthy and safe work environment. There are numerous workplace health promotion factors that are not included under legislation or in practice of occupational health programs. According to Finnish Institute of Occupational Health (FIOH), “well-being through work” can be created by safe, healthy and meaningful work and as a result it increases productivity in working life. To improve work life on the level of individual employees FIOH focuses on advisory services, research, training and wellbeing at work (FIOH.)

4 WORKFORCE PRODUCTIVITY

In workforce, there are different concepts and definitions of productivity. The productivity of workforce helps in the increase of economic growth in a country. Workforce productivity refers to the amount of goods and services produced by workforce in terms of hours. Occupational safety, occupational health and well-being have a remarkable impact on productivity of the employees. The workforce can run smoothly unless there is prosperous working community. Various studies and research have proven that the healthy and satisfied personnel can help to increase the productivity of a company. Developing well-being issues in any organization will for sure help to make an positive impact on the company's productivity (TKK 2007).

In a workplace, productivity is connected to worker's spirit. If the workers are motivated and happy in their workplace, it automatically generates or increase productivity. Thus, a company's profit or loss can be directly related to the performance of the employees. There can be various kinds of steps that can be taken into consideration when improving workforce productivity for example setting clear goals and expectations, empowering employees to manage their time also providing incentives in various occasions. Similarly, there are other external factors that affect productivity, for example shortage of raw-material, working policies, machinery installation and so on. Productivity is the amount of the efficiency while performance is the way how individual work to accomplish work successfully (Nicholls 2011)

A new perception arises in Finnish study. The term employee productivity (=henkilöstötuottavuus) was used by Aura and see it as an individual's ability to work effectively and efficiently (Aura 2015). Aura claim that the employee productivity is connected with wellbeing at work and also the company economic situation. Employee productivity contains work ability, competence and motivation which are personal features. Work ability, competence and motivation are affected by atmosphere, organizational culture and leadership.

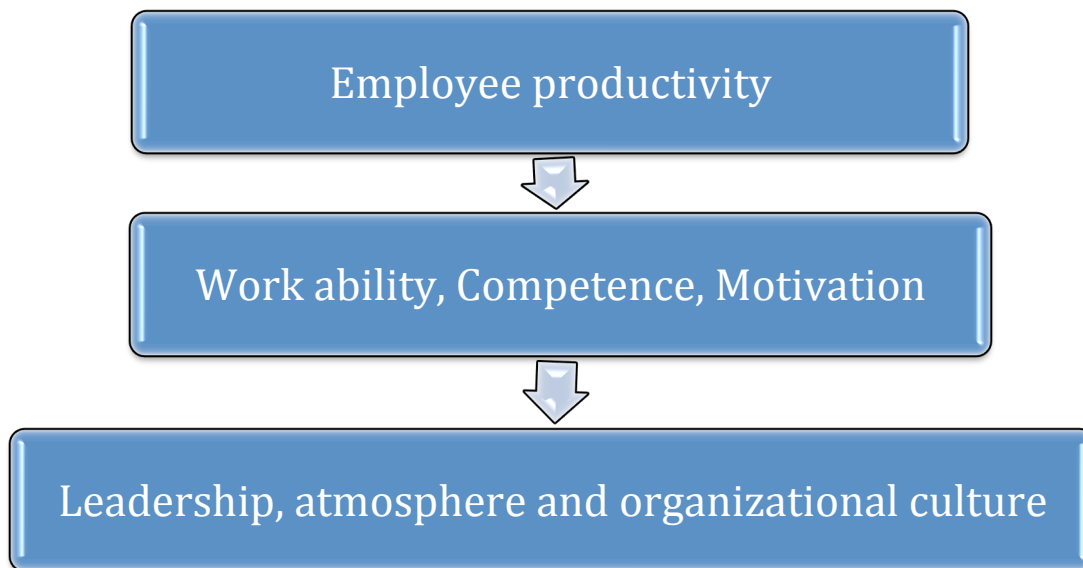


FIGURE 4. Employee productivity. (Adapted from Aura et al. 2015)

The study by Aura et al. is quantitative and the research model cannot be used in a Bachelors degree thesis. However, the theory will be applied. In this research, work ability, competence and motivation are the main perspectives for employee productivity. Furthermore, the focus on competence, motivation and work ability has been discussed in the following chapter.

4.1 Work ability

There are various definitions and explanations on work ability. Traditionally the work ability term contained basics competence, motivation, health and organizational elements. In some extent it also has been regarded as a synonym to wellbeing at work (Finnish Institute of Occupational Health 2016). On the other hand, according to Aura et.al 2015 it is a basis of working which includes social, physical and psychological health. Work ability involves compatibility as well as balance between an individual's physical and mental health in the work. It is based on an individual's physical functioning capacity of physical and mental health. Additionally, competence and attitudes towards work also influence on work ability.

4.2 Competence

It is the ability of a person to know or understand the working process in an easy and convenient way. Competence includes capabilities, experience, skills and knowledge. It is based on career related experiences, the educational system, good school as well as systematic studies. In psychology, there are four stages of competence involved in the procedure of progressing from incompetence to competence- unconscious incompetence (wrong intuition), conscious incompetence (wrong analysis), conscious competence (right analysis), unconscious competence (right intuition) (Adams 2016.)

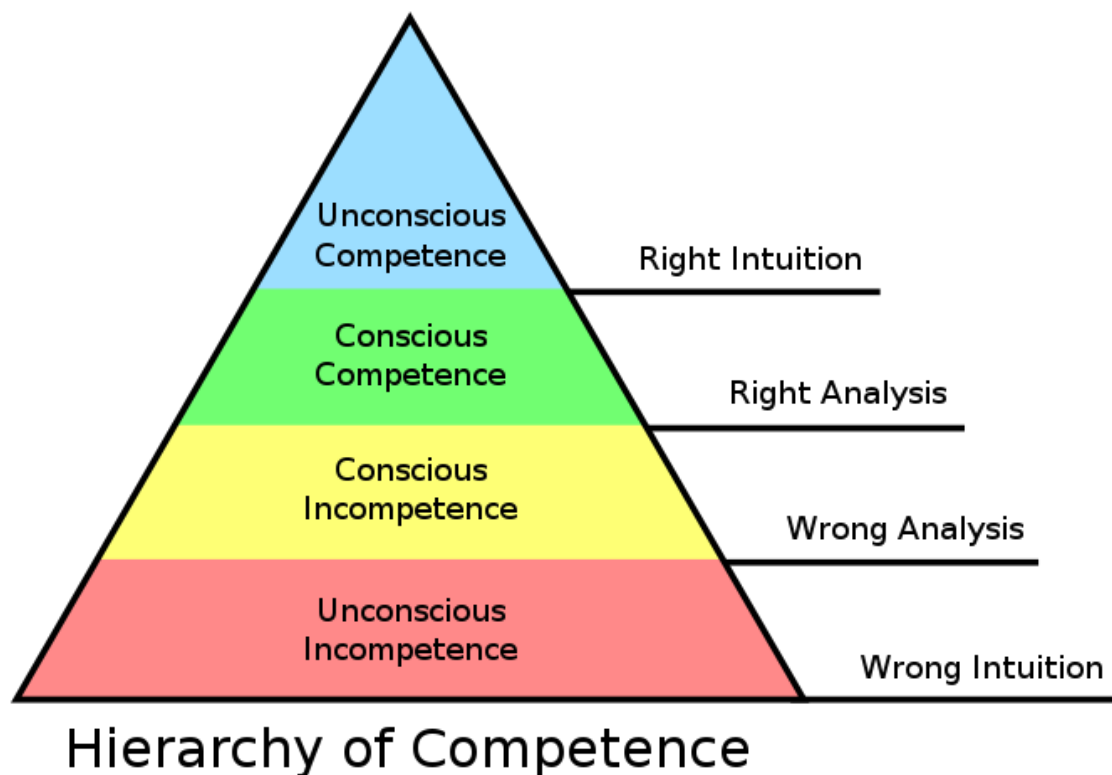


FIGURE 5. Hierarchy of competence (Adams 2016.)

Unconscious incompetence: When somebody does not know or understand what they are doing wrong when they are doing wrong in real. (John 2001.)

Conscious incompetence: When somebody is doing something wrong and they know it what they are doing is wrong. (Adams 2016.)

Conscious competence: When somebody is doing something wrong but they have to focus on it consciously for it doing it in the right way. (Adams 2016.)

Unconscious competence: When somebody is doing right and they do not have to worry about it, if they are doing right or wrong. This refers to being sure for the task that is done. (John 2001.)

4.3 Motivation

Motivation is related to a variety of psychological features which drive a person to an objective and also make him/her keep pursuing the objectives. According to Golnaz Sadri and R. Clarke Bowen, “motivated workers work hard, bring larger number of quantities along with high quality”. (Sadri & Bowen 2011: 45). Motivation is made up by three elements and it is often explained in terms of: direction/choice, intensity/effort and persistence/duration. Numerous motivation theories are available, however Maslow’s hierarchy of needs is one of the most fundamental and famous theories. Along with this, there is Hawthorne’s theory and Herzberg’s motivation theory are discussed below.

4.3.1 Maslow’s hierarchy of needs

Maslow’s hierarchy of needs tends to be treated as classical within the field organizational behavior. This theory was proposed by Abraham Maslow. He used “physiological”, “safety”, “belonging and love”, “esteem”, “self-actualization” terms in his hierarchy needs to describe the outline of human motivation. First he introduced his concept in 1943 in a paper called “A theory of human motivation” and also later in his book “motivation and personality”. Maslow’s hierarchy is mostly presented as a pyramid. At the top level of the pyramid, the most complex needs are presented, while at the lowest level most basic needs are displayed (Maslow 1943, 1954.).

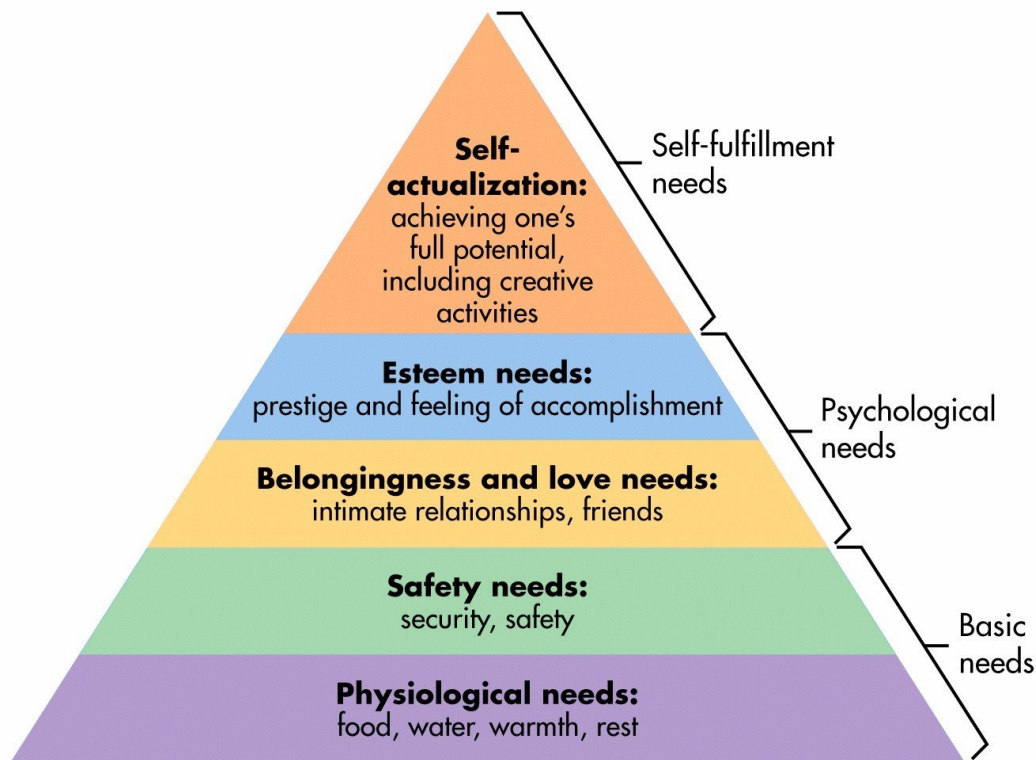


FIGURE 6. Maslow's hierarchy of needs (Maslow 1943)

Physiological needs is the first level of need which contains the basic human needs for instance: food, water, rest and warmth. These are the most essential needs to fulfill and can be compared to an individual health along with both mental and physical state. Employee health is the most crucial matter in an organization because it has a negative impact on performance, productivity and ability to handle situations of individuals in a workplace (Maslow 2009.)

In Maslow's hierarchy theory, safety needs are the second level of needs which refer to the need for protection and security. It includes personal security, financial security, health and wellbeing and safety needs. There are numerous kinds of health threats that employees have to face in their daily life such as extreme temperature, noise, dust, unsafe machinery equipment and so on. It is essential to remember employees "health and safety since they work in such an environment". (Tribe 2015.)

Belongingness and love needs are the human third level of needs after fulfilling physiological and safety needs. To experience belonging to a certain community is one of the basic needs for human beings. Every workstation is a community which is made up different person. In a work community, it is essential to build up the sense of belongings to perceive common goals. (Maslow 2009.)

To feel respected by society is the need of all human beings. Esteem needs represent typical human being desire to be valued and accepted by others. The sense of appreciation has been categorized into two different layers. The lower esteem needs come from social approval, thoughts and judgment. Thus, lower esteem arises from outsiders. Appreciation for an individual can be observed through popularity, respect, reputation, recognitions and status. In the building up of an individual self-esteem, the sense of appreciation and respect from others person play an important role. (Tribe 2015.)

In the Maslow's hierarchy, self-actualization consists in the highest level of needs includes the factors such as creativity, developing one's own skills, achieving goal in life. In the self-actualization level individual are at their very superlative. Only two percent of human beings are capable to reaching the level of self-actualization which is even suggested by Maslow. (Maslow 2009.)

4.3.2 Hawthorne's Theory

The Hawthorne theory refers to the fact that people will change their behaviors just because they are being observed. The theory got the name from the experiment that took place in electric factory in the Hawthorne suburb of Chicago in the late 1920s and early 1930s. However, the experiments were originally designed by the researchers of the National Research Council from where they could study the productivity of the workers in the shop-floor lighting in Hawthorne. The researchers were also able to find out that the productivity was improved whenever the changes were made in the variables such as working hours and the rest breaks. This theory is called an observer effect since many individuals tend to modify their working behavior in return of being observed by somebody else (Hawthorne Effect 2018.).

4.3.3 Herzberg's motivators

Herzberg's motivation hygiene theory is also called the two factor theory. This theory states that there can be some factors that can create satisfaction in the job place while some others can create dissatisfaction. The theory was founded by the psychologist Frederick Herzberg. (Herzberg 1966)

Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none"> • Company Policy • Relationship with Boss • Salary • Relationship with colleagues • Working conditions • Supervision 	<ul style="list-style-type: none"> • Achievement • Work itself • Growth • Recognition • Responsibility • Advancement

TABLE 2. Factors affecting Job Attitudes (Net 2014)

The table above shows the six different factors leading to dissatisfaction and top six factors leading to satisfaction.

According to Herzberg 91,1966 lower order needs are not the contents of any individual for the satisfaction of the job but they rather look for the higher level of the needs such as: achievement, recognition, advancement , responsibility and the nature of the work itself. It seems to appear similar exactly to the Maslow's theory of a need hierarchy. However, Herzberg directed this theory to other direction by proposing a two- factor model of motivation based on set of job features and incentives that lead to satisfaction of workers at work while another sets of features that lead to the dissatisfaction at work. Thus the two factors satisfaction and dissatisfaction are two independent phenomena rather than being similar to each other.(Net 2014)

Two Factor Theory - Herzberg

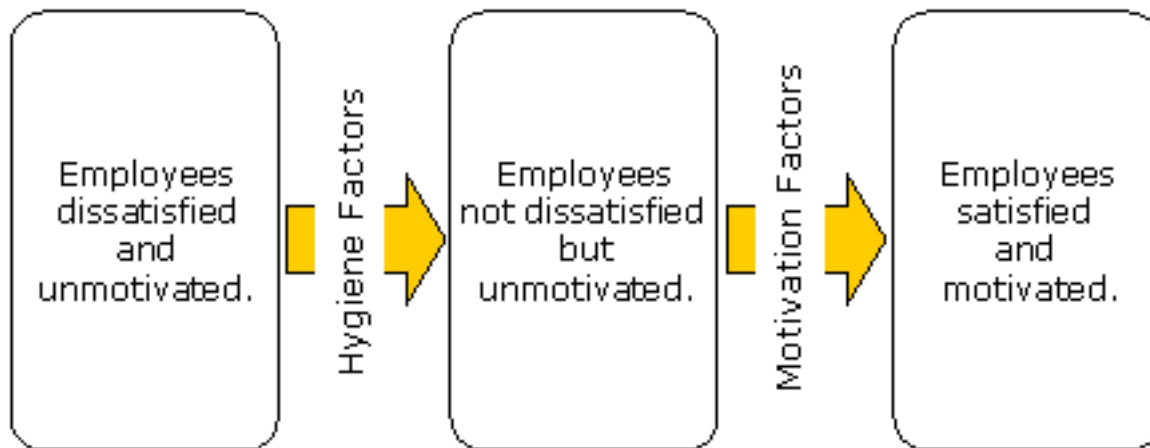


FIGURE 7. Herzberg's Two Factor Theory (Comella 2011)

Figure 3, distinguishes between two factors: motivators and hygiene factors. Motivators include the factors such as: challenging work, responsibility, involvement in decision making process, the sense of importance to an organization whereas hygiene factors include the status of job, the security of the job, salary range, vacations, incentives). Motivators factors provides the positive satisfaction to the workers in the workplace which arises from the intrinsic conditions of the job itself. However, the hygiene factors do not really give the positive satisfaction but lead to higher motivation. These factors are extrinsic to work itself (Comella 2011.).

4.4 Relationship between wellbeing, health and productivity in the workplace

In the current situation, the topic of workers health and wellbeing is essential in business organizations. Wellbeing at work is growingly linked to unseen factors such as environment of workplace, competence and motivation. To utilize their capability in workplace, it is important to be healthy both mentally as well as physically. The word wellbeing covers various aspects of the way of living of people, the way of doing their jobs or only about job related matters, and most importantly also their relationship with the people around them. The wellbeing of any individual is done with their own character either at home or social life or at work place but on the other side same time the employers can have an great influence on the sense of their workers in the way they operate a workplace (Ojala & Ahonen 2003: 22.)



FIGURE 8. Relationship between health and productivity (Adapted from Blooming HR)

Employees health is essential as it affects individuals' ability to develop their competence. Physical wellbeing, mental wellbeing and social health are the components of individual wellbeing. The relationship between individual physical well-being, mental well-being and social abilities are best described in following figure.

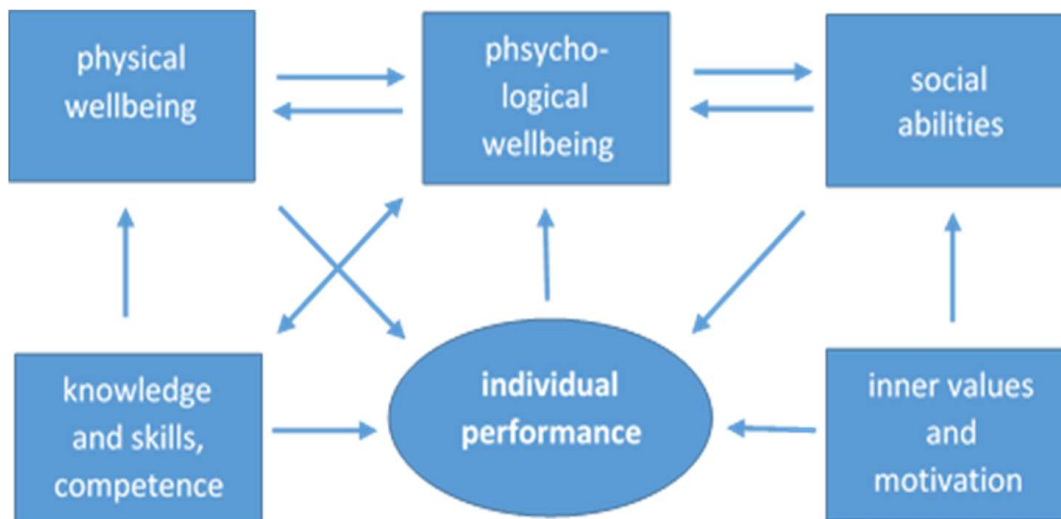


FIGURE 9. Factors affecting individual performance. (Ojala & Ahonen 2003)

According to O'Donnell (2002: 32-33), workplace health promotion (WHP) increases productivity in the workplace, however there are limited research assessing in this impact. According to O'Donnell (2002: 32-33), when human being are able or want to work physically and mentally, individual performance is always higher (O'Donnell 2002). Company requires higher productivity for profit which comes from higher employee performance. Therefore, the company profit is connected with their employee performance. O'Donnell stated that WHP plays a vital role in the organization. It can contribute to health improvement of workers that can lead to enhanced physical work ability as well as emotional work ability. It also helps to improve the environment of workplace which increases productivity and also enhances individual desire towards their work. Various dimensions can be found between the relationship of WHP and employee performance. O'Donnell points out an interesting question; how much productivity can be obtained when the employer is concerned about the well-being of the employee's (O'Donnell 2002,32.).

5 RESEARCH METHODS

In this chapter, research about well-being at work, workplace health promotion and employee's productivity in a case company has been discussed. Research is one of the best tools to find out how the employee's perceive well-being in their workplace. Research is considered as an important factor in any profitable or non-profitable organization. In other words, research helps the firm to gather information and evidence for business. It is a method of collecting accurate and reliable information about the effectiveness of interventions by providing the usefulness and effectiveness evidences. There are numerous techniques of collecting data that differs from each other in a context of resources, money costs and time at the transforming of research (Kothari 2004).

The research methodology means the collection of data and their analysis (Gauri & Gronhaug 2005). Essentially, there are two types of research methods: quantitative research method and qualitative research method. The researcher can decide the method of research and can choose either a primary or the secondary data source. The data which are based on specific and current analysis are often primary data whereas, the data taken from different sources for instance books, media, journals, research paper and other sources are secondary data. Primary data are often more reliable and can be taken as a source of receiving feedback and the procedures for the improvement. The disadvantages of primarily data are costly, time-consuming and challenging. Mostly, research is a complex procedure that starts with the identifying the research area, selecting the topic, deciding the strategy, deciding the research methods, collecting data, getting information and presenting the results (Taylor, Sinha & Ghoshal 2006.)

In this quantitative research method, structured and open-ended questions was used. Open-ended questions give the respondent an opportunity to express their own view and give feedback for the improvement. The questions for the research were made by researcher along with the concerned supervisor and the authority. The main aim of this study was to find out the employee's feeling towards wellbeing activities, different kinds of health related factors and how to support their well-being, health and productivity in the future.

In addition, an interview was conducted with human resource manager to get information about the company, its strategy and plan regarding wellbeing at work, workplace health promotion and productivity. The analysis of the survey has been presented through Microsoft Excel.

Furthermore, an interview was conducted with the HR manager of the case company where the questions were set up allowing new ideas to be brought up and to find out the solution for the necessary problem in the case company. Moreover, a questionnaire was distributed for employees who were working in different positions and departments in the case company.

5.1 Quantitative research methodology

According to Malhotra (2005), quantitative research is based on numerical characters and it aims at qualifying the numbers throughout statistical analysis. This research method most of the time involves statistical analysis which relies on the numerical information to draw conclusions.

Quantitative research method is a broad area of the scientific methods which help to describe and understand the object statistically with numerical value. It can focus on various terms of classification, assessment, and descriptions of occurrences through numeric variables. Surveys, observations and secondary data are the most common sources of this methodology and each of them is described below (Veal 1999.).

Surveys: this process depends on the same questions being asked in the same format to a larger number of people either they can be conducted through online, by phone or face to face in person.

Observations: This could involve various ways either counting the number of times where the particular answers or phenomena repeats for e.g. how often a particular words are used in an interview or any kinds of coding data to translate it to the numeric value.

Secondary data :Such as company accounts

5.3 Validity and reliability

In the quantitative research the use of the validity and reliability is prevalent. The validity and reliability terms refer to the psychological concept and variables, being measured. In other words, the validity and reliability are used in comprehensive evaluation in measurement. Comprehensive evaluation assists to gather evidence comprehensive evaluation, containing theoretical information, getting answer towards the silent questions (Berzonsky & Adams 2004.)

In this thesis, validity is fundamental in the evaluating measure. In this research, the research is valid since, the research question and collection of data are in systematic way. In the research the things that are needed to be consider has been measured sensibly. In this research, the answers provided by the participants are reliable and truthful. The answers obtained from this research are beneficial for both employees and employers. Before given out the survey questionnaire, the meeting with human resources manager of kokkikartano was conducted to find out what the company wants to know from the employees. Nevertheless, the validity will determine if the exact things are truly measure by research which is supposed to measure or how reliable the study result are. (Golafshani 2003.)

Reliability is the consistency of research measure. Reliability is a concept to evaluate the quality in quantitative research with the purpose of generating understanding to the related concept of a good quality theory. This WBW, WHP and productivity surveys are conducted in the case company in the different occasions. This research helped to find out the perceptions of the employees regarding WBW, WHP and productivity and suggestions for the area where it is essential.

The research in this study is reliable because the true feeling of employees was reflected in the data. It is challenging to get the similar answers from the respondent since individual have their own opinion. The questionnaires were conducted in December 2017 and January 2018 in the case company on paper.

6 DATA ANALYSIS

The main goal of data analysis was to discover beneficial information and hence, data analysis suggest conclusion and helps in decision-making. In this research the quantitative research method was used to collect the data. The data which was collected on this research is obtained by the distributing of questionnaires to the employees who work in different departments in the commissioning company.

According to respondent's answers, the data and information are presented, analyzed and interpreted in this chapter. Moreover, the quantitative research method helps the researchers to gain a deeper understanding of the organizational vision concerning the well-being activities for their workers. Initially, the analysis of the questionnaires is presented and furthermore the interview with the HR manager.

6.1 Questionnaire analysis

In this section, the analysis of survey questionnaires is described. The survey was conducted among the employees of the commissioning company and a total of 30 employees participated. The questionnaires were divided into four main different chapter- (1) wellbeing at work (2) workplace health promotion (3) values and motivation (4) employee performance.

In the Appendix 2, the list of questions is presented. Most of the questions are both alternatives as well as open-ended questions. The employees could provide their valuable suggestions, recommendations and comments in the open-ended questions regarding well-being, health and employee productivity. In the survey the reason to involve open-ended questions is to express whatever participants felt missing and also its as per request of commissioner. The identity of the employees who participated in the survey is kept anonymous.

6.2 Respondent's views towards well-being at work, workplace health promotion and employee performance and productivity

In this research, the respondents were both male and female. The employees who participated in the survey have worked at the company for a year to over three years. The commissioning company hires rental workers from a recruitment company if needed. In this thesis, the permanent employees,

temporary employees as well as rental employees took part. For the new employees it might be challenges to reflect their views in some questions since they have limited experience in the workplace. On the other hand, new employees usually have a fresh and new perspective which might be able to more objectively evaluate the topics. However, in the survey the question were structured in such a way that the respondents had to utilize their pervious experience to answer the given questions.

6.2.1 Wellbeing at work

In the section, the answer of respondents about wellbeing at work has been described. According to the respondents, wellbeing at work means “good and healthy working atmosphere”, “safe, ergonomic and motivated workplace”, “leadership”, “less workload or proper distribution of workload”, “well managed workplace”, “recognition of workers rights and safety”, “adequate compensation” and “appreciation”. Many respondents mentioned good and healthy working atmosphere.

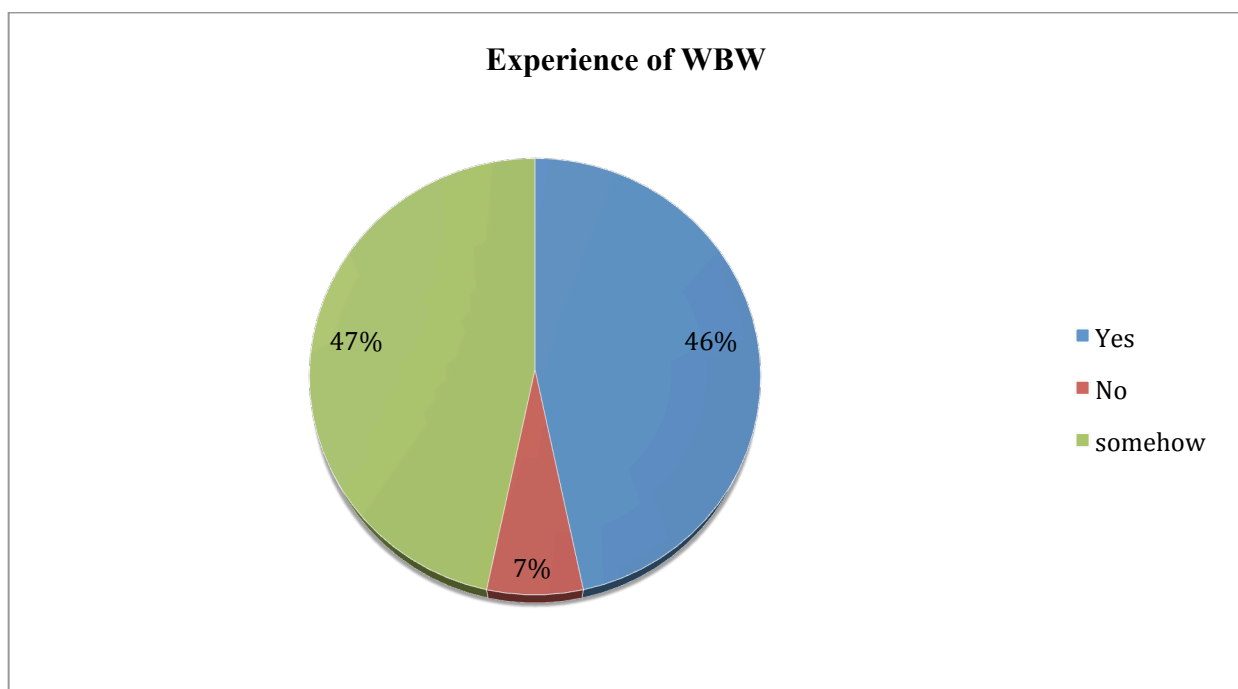


FIGURE 10. Experience of Well-being at work (WBW)

According to the figure 1, wellbeing at work has been experienced by 46% of the respondents whereas 47% of the respondents reported somehow they has experienced well-being in the case company. Likewise, only 7% of the respondents mentioned that they have not experienced well-being in the workplace. Some respondents emphasized social aspects for instance friendly and welcoming working

environment, co-workers, positive feelings and team spirits. Likewise, some mostly accentuate management style and flexibility in work. The meaning of wellbeing at work (WBW) is individual and each employee understands it in a different way (Ojala & Ahonen 2003, 18-20). The most important thing is that employees should feel good and happy about their work.

6.2.2 Workplace health promotion

In the commissioning company, the employer tries to involve with the employee's in many well-being activities for instance wellness checks, supportive action, non-monetary rewards, occupational wellbeing days, compensation, free gym facilities, massage facilities, and exercise once a week during office hour. Moreover, the management style is supportive and easily approachable.

In this section, the perceptions towards workplace health promotion of employees is discussed and how employee's perceive workplace health promotion by their employer. The Respondents described workplace health promotion as "it makes the person more effective", "scope of physical exercise", "keep deep impact in health and work performance", "health body have a health mind". The majority of the respondents answered that "good working atmosphere promotes good health".

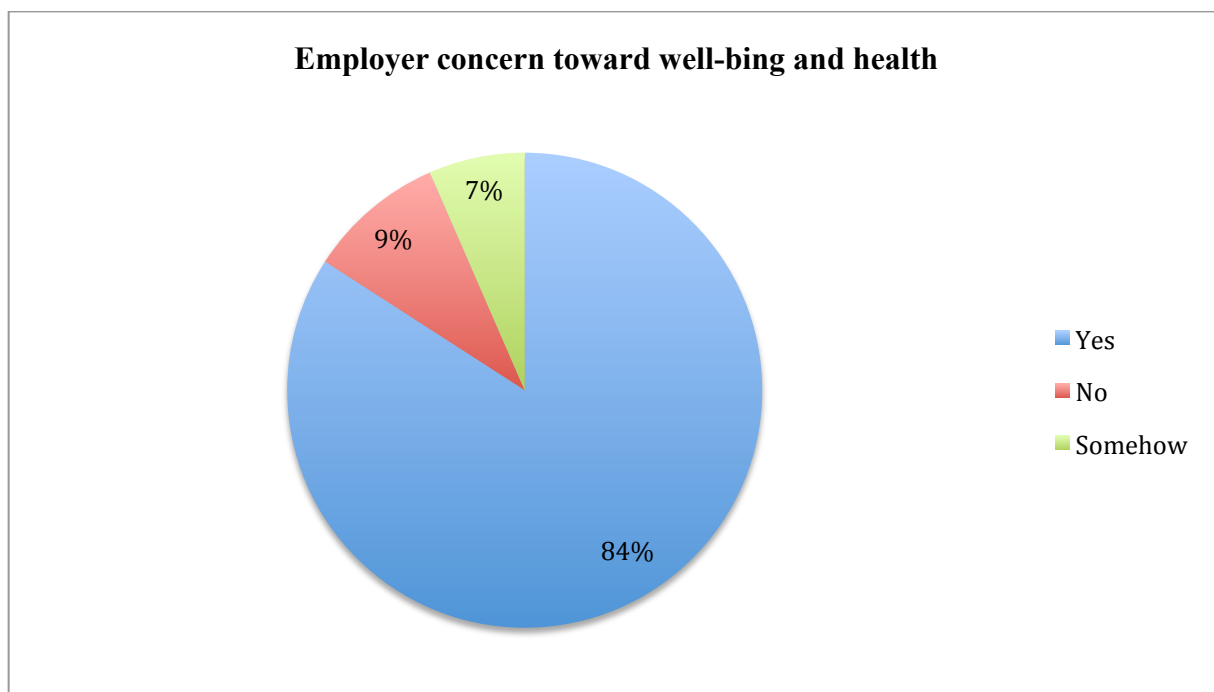


FIGURE 11. Employer concern toward well-being and health

Figure 2 shows that 84% of the respondents feel that their employer is concerned towards their health and well-being whereas 7% of the respondents somehow feel that the employer is concerned for their

health and wellbeing. Similarly, 9% of the respondents feel their employer is not concerned for their well-being and health. The figure shows that the majority of the respondents feel that their employer are concerned to their health and well-being. It clarifies that case company is doing well with their employee's health and wellbeing.

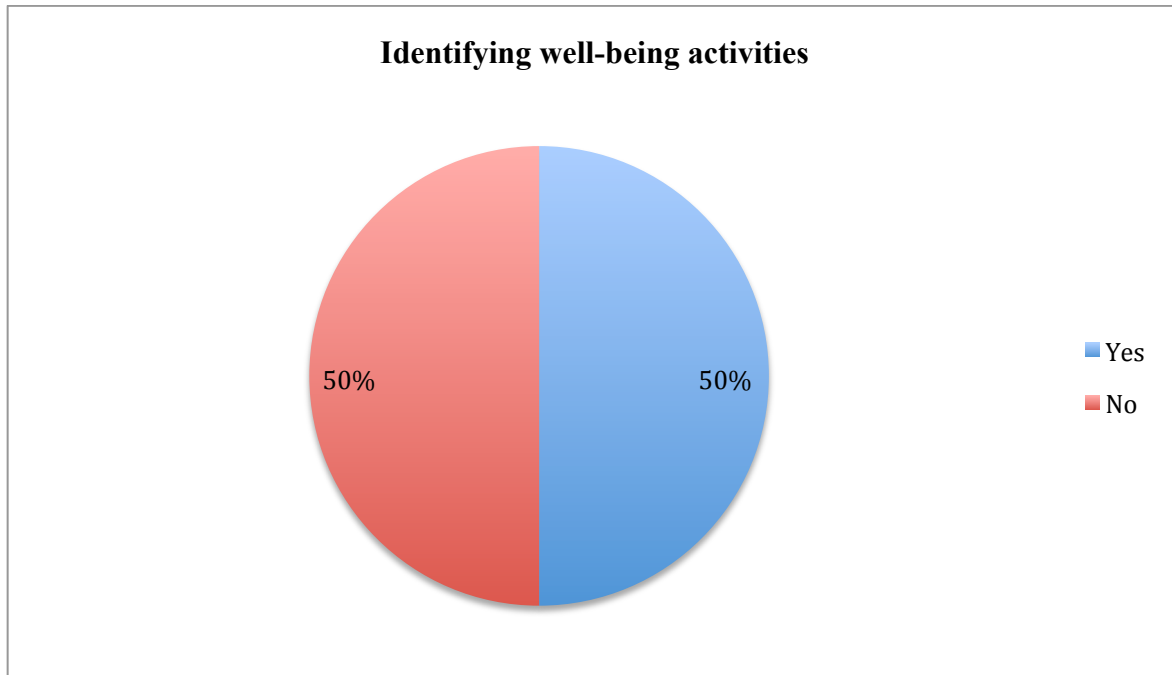


FIGURE 12. Identifying well-being activities

In the figure 12 it shows half of the respondent feel they have identify well-being activities in the company likewise half of respondent does not feel. As mentioned before in the pervious chapter, well-being is defined in a different way depending upon the each individual. In the survey, most of the respondents mentioned free gym facilities and gym trainers. A half of the respondents appreciated wellbeing activities in the company. As per respondents there are a few well-being at work (WBW) matters that should be developed for instance “motivating employees”, “safety issues”, “work speed, “work pressure”, “equal distribution of workload and responsibility”, “cooperation”, “mental health promotion”, primitive Finnish language for immigrants workers” and “group activities and small tours”.

All respondents had a positive impression towards well-being at work in the commissioning company. The respondents appreciate wellbeing action and activities that the company offers. Generally, the respondents are happy with the wellbeing activities in the case company. However, the respondent have some suggestions to improve and support wellbeing at work. Good working atmosphere was the

most prominent suggestion that the respondents suggested. In addition, the nature of work, physical and mental health promotion were other suggestions that the majority of the respondents brought up.

6.2.3 Values and Motivation

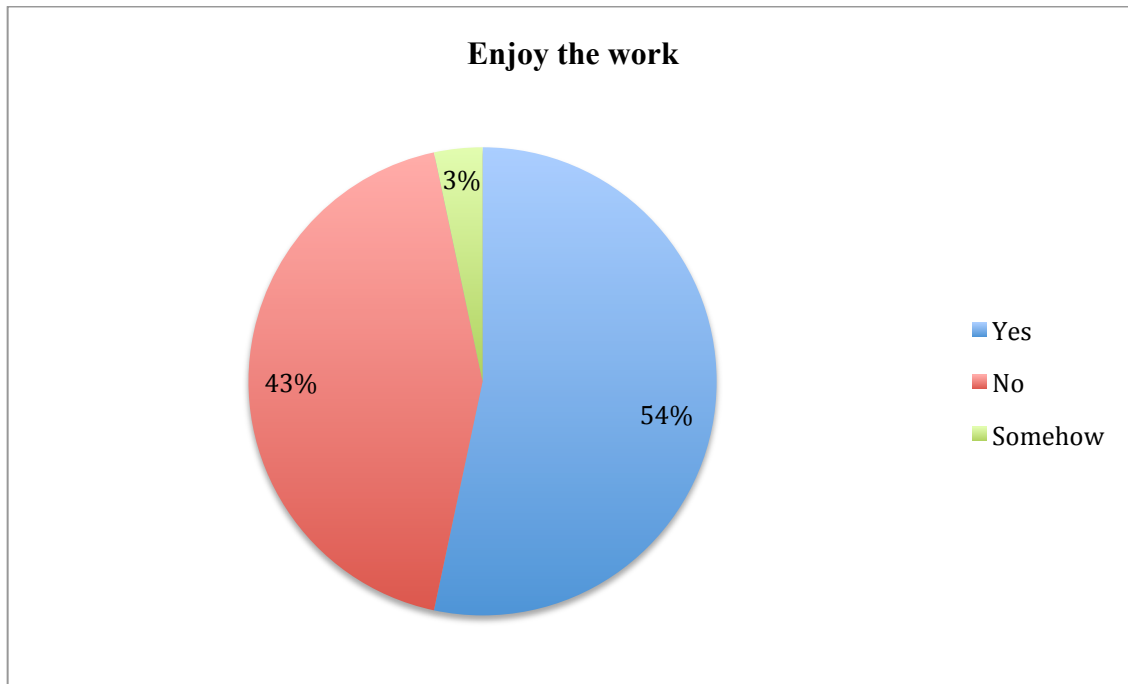


FIGURE 13. Enjoy the work

In the survey, 54% respondents reported that they enjoy their work. However, 43% of the respondents somehow enjoy their work. The result show 3% of the respondents does not enjoy their work. This survey had revealed that the majority of the respondents enjoy their work in Kokkikartano. It is important to consider that 3% of the employee's who have not been enjoying the work.

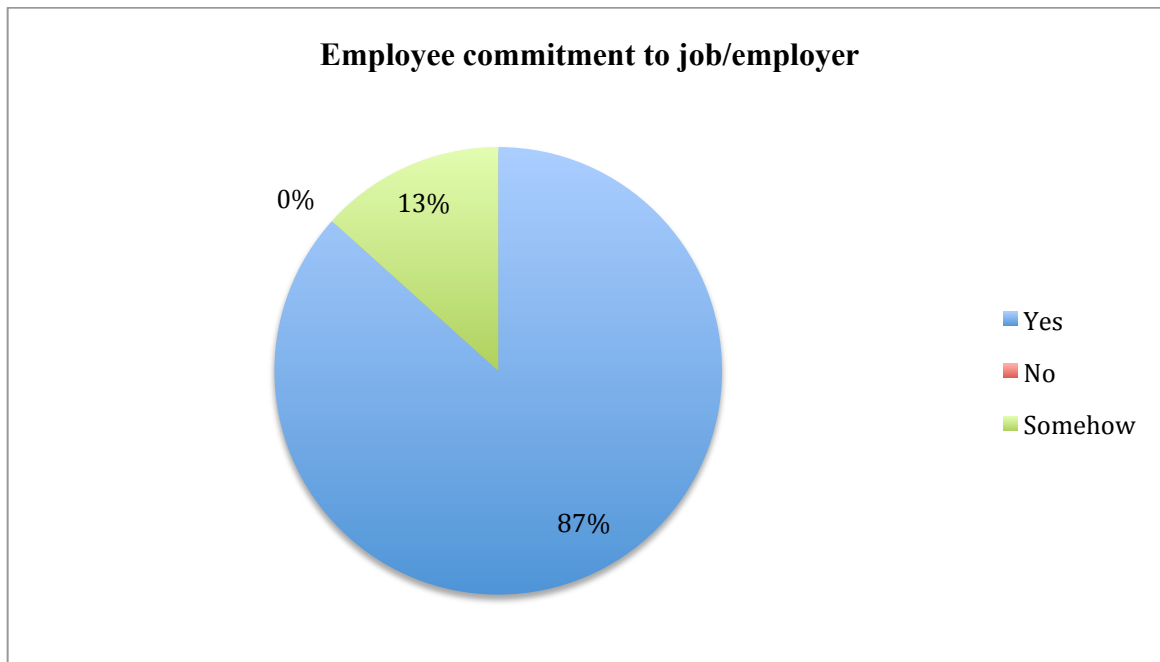


FIGURE 14. Employee commitment to job/employer

Based on the research, 87% of the respondents in the commissioning company are committed to their job and employer. Similarly 13% of the were somehow committed to their employer/job. The results showed that there were no respondents who were not committed towards their job/employer at all.

Sports vouchers, work environment and welfare days are some small part of the employees motivation.

The Respondents describe various job motivation factors but the majority of the respondents said that good workplace atmosphere is the key of their job motivation. Similarly, some respondents were motivated by good and fair leadership, some by appreciation and development of their own skills. The employee's felt that their employer can best motivate them by rewards system and flexible management. If people are the key to an organization's success, motivating and engaging staff should be a top priority.

There were some demotivating factors that respondents reported such as "lack of promotion according to experience and qualification", "less salary", "lack of feedback in individual assessment of performance", "workload" and "issues between private life and work life". Likewise, technical and mechanical failures in the workstation are also other de-motivator factors for employee's when there was higher production than usual. The majority of respondents mostly value good working atmosphere in the workplace. Thus, it indicates the employee's of the case company are happy in their work.

Similarly, some respondents value that there are good working hours (enough work) in the commissioning company.

6.2.4 Employee Performance

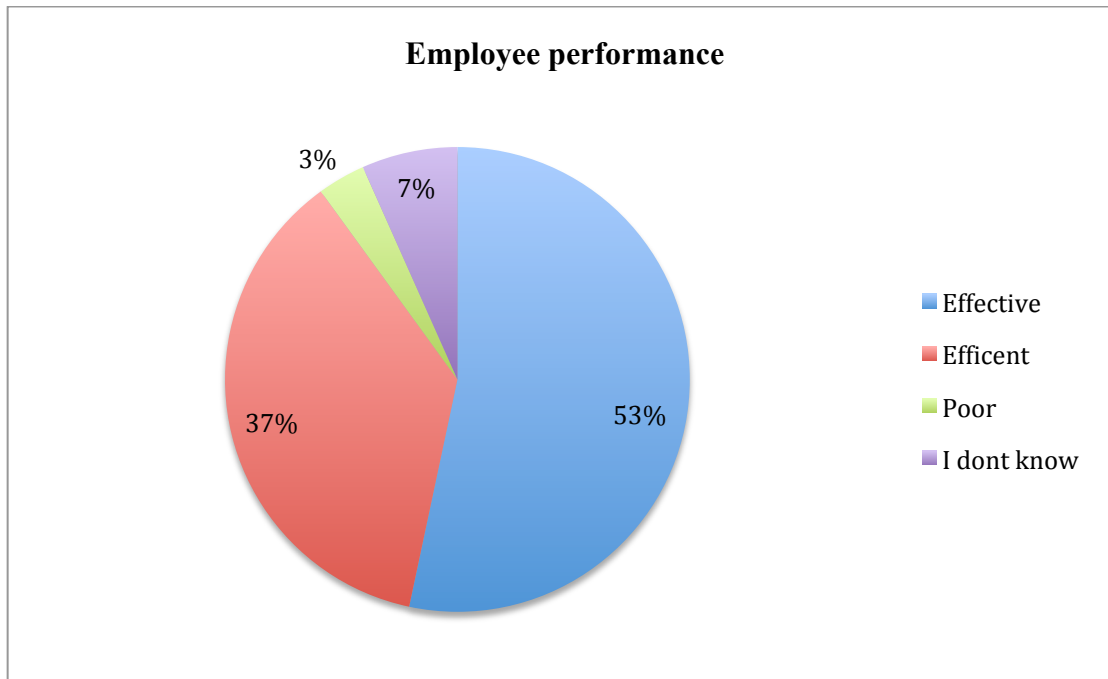


FIGURE 15. Employee performance

In this section, the answer of respondents regarding their performance in their work station has described. Among all respondents, 53% reported their job performance being effective, whereas 37% of the respondents were efficient and by 7% respondents describe they do not know their performance. Only 3% stated their performance is poor in work. The new employees might find it difficult to answer this question since they are new in the workplace and have less experience.

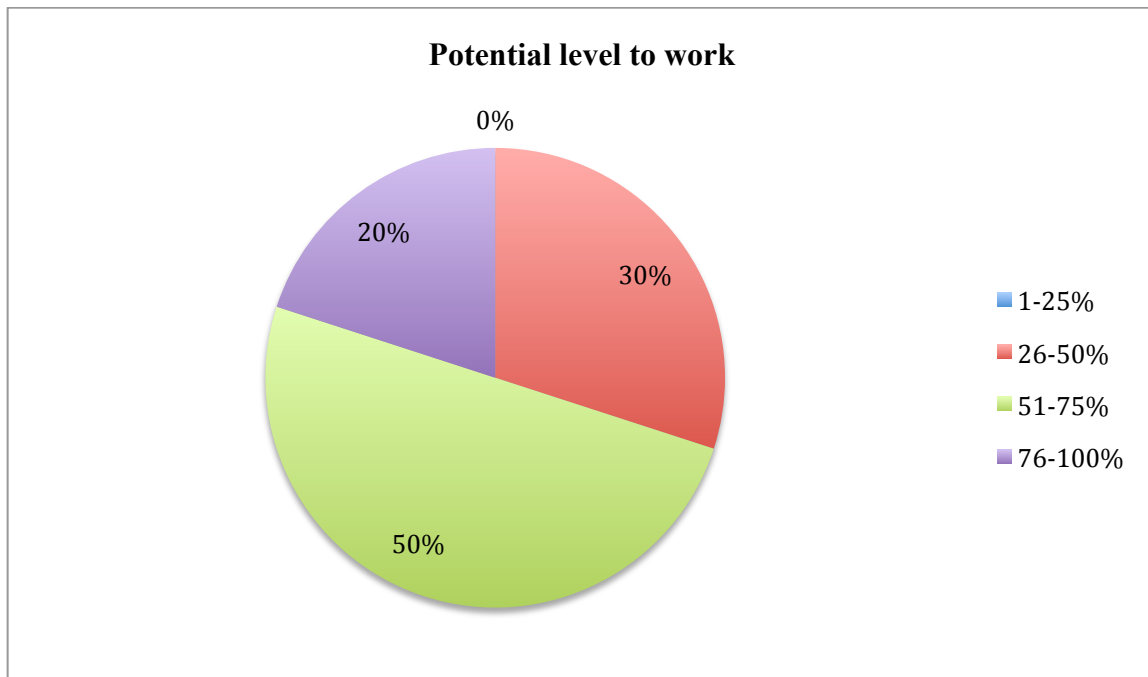


FIGURE 16. Potential level to work

According to the research, 30% respondents reported their potential level to work 26-50%. Likewise half of the respondents marked their potential level to work 51-57%. And 20% respondents feel their potential to work are in 76-100% level. Non of the respondents marked 0-25% level. Some respondents felt that there is less stress in the workplace and they are loyal and committed to their work. Most of the respondents felt that their employer is concerned their wellbeing and health. The activities that the company offers to employees have positive influence on wellbeing at work as well as health of workers.

7 WELL- BEING IN THE CASE COMPANY

In this chapter, the mission of the case company and result of interview with Human resources (HR) manager (commissioner) is described. A few questions were presented to HR manager in an interview. The Human resources (HR) manager was interviewed face to face in kokkikartano. She is professional in issues of well- being.

7.1 Case company mission

It is always important for any company to align themselves with their mission. If the company do not align with their mission, some employee's will work towards one direction while other employee's are working towards other direction. For example in a food factory the management team might buy a new expensive machine for some new products while the mission and vision will be directed towards an existing product. This type of misalignment can cause the company to lose their valuable capital. So, Kokkikartano has also set missions which helps employee's to focus on creating a better working atmosphere which will result in improving the productivity of the employees. The company mission is written in Finnish, Estonian and English.

MISSION	FINNISH	ESTONIAN	ENGLISH
1.	tervehdi kaikkia.	Tere kõigile	Say “Hello” to everyone
2.	arvosta–Kuuntele, kuule, kunnioita ja ymmärrä.	Väärtus – kuula, austus ja arusaama	Respect each other–listen, hear, respect and understand each other.
3.	Kanna vastuu työstäsi. Kerro rehellisesti ja avoimesti haasteista ja ongelmista	Vastuta töö kohe eest. Ole avameelne ja aus probleemide suhtes	Take responsibility of your job. Tell honestly and openly about problems and challenges
4.	Kannusta työkaveria.	Innusta kolleege.	Encourage colleague.
5	Ole esimerkillinen ja tee niin kuin on sovittu.	Tee tööd nii nagu on kokku lepitud.	Act in an exemplary manner and do as is agreed to be done

TABLE 3. KOHTELE TOISIA KUTEN TOINOISIT ITSEÄSI KOHDELTAVAN

7.2 Well-being at work

According to the HR manager, well-being at work simply means safe work along with mental health and physical health. In Kokkikartano, mental health several training has been provided to employees for instance: coaching, managing, leading and so on. The coaching training for supervisor was new in practice in the company. As for the physical health, Kokkikartano provides massages, free sport cards voucher additional free gym facilities in the company along with the gym trainer. In the gym, the trainer provides different kinds of training such as personal lessons, group exercises (gym circuit, six-pack, stretching etc.) and pause exercise during the working day.

According to the HR manager of case company, it is important to take care of work well-being because employees are the assets of the company and the working period of individual is long in Finland. The average age of retirement is 64-68 years. So, it is important to have good health condition and a proper balance between professional health and personal life of employees to bring productivity in the company. The HR manager emphasized how essential it is to motivate employees. First of all, to bring more productivity in workplace it is important to have motivated workers. If the workers are more motivated, they are happy to work which also creates healthy atmosphere as well as a healthy relation with each other. In the table below the data is presented from the results which was obtained during the Interview with the HR manager of Kokkikartano Oy. The well-being action questionnaire is attached in appendix 1

WELL-BEING ACTION	YES	NO
Surveys to individual	X	
Non-monetary rewards (sports vouchers, refreshment days, trips or other perquisites)	X	
Training (safety, first aid or others training)	X	
Well-being information	X	
Wellness check	X	
Supportive action	X	
Sick leave and compensation	X	

TABLE 4. Well-being action in the case company

8 RECOMMENDATION ON HOW TO ENHANCE EMPLOYEE PRODUCTIVITY

In this chapter, the recommendations on how to enhance wellbeing in workplace are presented. Suggestion regarding on how company could still do for their wellbeing is endless. However some suggestions which could be useful for the company and the employee's are described below. The company's own strategy and idea are most prominent things for better well-being at work in every company.

8.1 Wellbeing at Work

As discussed in chapter 2, Well-being at work has an influence on employee performance and productivity. For the motivated, healthy and committed employee's it is important to have a well-functioning management system in the organization. The team spirit, atmosphere and positive energy that employee's experience are worth cherishing. Maintaining open and supportive relation with the manager including training, support and coaching are also important to the respondent.

According to the respondents, good and healthy working atmosphere and leadership are prominent factors of wellbeing at work. Similarly, "safe, ergonomic and motivated workplace "less workload or proper distribution of workload", "well managed workplace", "recognition of workers rights and safety", "adequate compensation" and "appreciation" are also important factors of WBW. Thus, it is always better to address on these factors. Based on these observation, prolonging supportive and open environment in the workstation is valuable.

8.2 Workplace health promotion

As described in chapter 3, workplace health promotion can have significant benefits on organizational, social and individual aspects. There are several wellbeing activities that are held annually in the case company and thus, the majority of respondents appreciate the effort of the employer to support wellbeing and health promotion.

According to the research, the respondents have appreciated the activities such as free gym facilities along with a trainer, massage facilities and proper health checkup facilities provided by the employer. WHP is a coordinated, planned, and organized set of programs, policies, benefits and supports designed to meet the health and safety needs of all the employees. Based on these observation, investing in workplace health promotion seem to be worthwhile for the case company.

8.3 Values and motivation

Based on the respondent's answers, they are committed to their work and employer's. Moreover, the majority of respondents enjoy their work. These factors support employee productivity. The respondents described various motivator factors and most of the respondents mentioned about good working atmosphere and good and fair leadership as the key motivator.

The respondents feel their employer can best motivate them by a rewards system and flexible management. There are some de-motivator factors that were brought up by the respondents for mechanical problem in the workstation. To deal with these de-motivator factors there is no clear or simple suggestion. However, it is important for the employer's to be aware of these opinions. Employees are the key to an organization success so, motivating and engaging with staff should be a top priority.

8.4 Employee performance

In the case company, less than half of the respondents felt their job performance is effective where more than half of the respondents feel they are not near to their prime performance. Therefore, it seems this area needs development. The Lack of the proper coaching and training factors stood out as the core factor that decreases employee productivity.

The Respondents felt that there is a relationship between well-being at work and employee productivity. The activities that the employer offer to support and enhance wellbeing have a indirect positive implications on the employee productivity. The key drivers appear to be esteem and affiliation atmosphere, feeling appreciated, sharing worries, fellowship and cooperation.

Additionally, Well-being at work is a quite broad subject to analyze since it is psychological, physical and social matter. Recommendations what company could still do for their well-being is never-ending, but here are some service companies lists which helps in guidance about wellbeing matters in the companies.

Sykettätyöhön.fi- is a web service which helps to develop and support wellbeing matters in companies. The service provides different themes video as well as discussion material in wellbeing at work furthermore inspiring examples and online lectures who are specialists in wellbeing at work. For the more information: <https://sykettatyohon.fi/fi/teemat> .

Work goes happy-It provides great options of service providers in wellbeing along with different themes for instance stress management, time management, nutrition and health, team sprits and interact, leadership and supervision and many more themes. More information: <http://www.wgh.fi/>.

Työterveyslaitos/ Occupational Health training provides education and solutions to health, well-being and safety issues in the organization. More information: <https://www.ttl.fi/koulutukset-ja-palvelut/>.

The management development network creates, disseminates and compiles welfare-promoting management practices in the work station.. More information: <https://www.facebook.com/johtamisverkosto>.

Awen is a wellbeing development services which specially focuses on working community and on developing well-being at work. For more information: <http://awen.fi/awen/>.

Työhyvinvointikortti/ wellbeing at work card is a day long training intended for managers, occupational safety co-operation employees and other employees who are interested in well-being at work. The themes for the education are well-being in workplace, guiding for well-being at work, working community and what we can do next for well-being at work. Further information on: <https://www.tyohyvinvointikortti.fi/>

9 CONCLUSION

Well-being at work is a complex entity which consists of various factors. It helps to decline costs related with occupational accident/injuries and work disability/sick leaves. For the company profitability and productivity well-being at work has a positive outcome. It enhances workplace environment and motivation and as a result it bring productivity in the workplace.

Employees performance, productivity and motivation are essential and interesting topics for a company's success. In order to have healthy and motivated employees, company's workers satisfaction has a great impact. Consequently, it is important to the employers to understand the motivator and de-motivator factors. In the workstation, even if the worker does his/her task well, external factors such as a mechanical disturbance, the shortage of packing or raw material or some other external problem might bring an unsatisfactory result.

The workplace productivity model includes the individual features: work ability, motivation and competence moreover the leadership, atmosphere and organizational culture (Aura et al. 2015). The focus in this thesis was on the personal features and organizational level phenomena were outside the scope of this study. However, well-being at work and employees productivity are complex and wide concept and numerous factors influence them. and there are numerous factors that influence them. The leadership, atmosphere and organizational culture matter were mostly mentioned by the respondents during the retrospect as the essential contributors of wellbeing at work, employees performance and productivity. This is presented in chapter 7.2 however, these have not been addressed in the theory chapter, comparisons and connection to the theory.

The relationship between WBW, workplace health promotion and employees performance is extremely relevant and current but very complex. The Majority of the respondents experience well-being at work and the most prominent contributing factor to wellbeing at work is good working atmosphere. The respondent are happy with the wellbeing activities in the case company. However, the respondent had some suggestions to improve and support well-being at work. To have good working atmosphere in the workplace was the most prominent suggestion that the respondents have suggested. Likewise, the nature of work, physical and mental health promotion are other suggestion that majority respondent have reported. Therefore, sustaining open and supportive environment in the workstation is worthwhile.

Most of the respondents felt that their employer is concerned towards their wellbeing and health also they have recognized the factors that support well-being at work. The activities that the company offers to employees have a positive influence on wellbeing at work as well as on the health of workers. All respondents had a positive implication towards well-being at work in the commissioning company. The employees appreciate well-being action or activities that the company offers. Generally, the respondents were happy with the well-being activities in the case company. however, the respondents had some suggestions to improve and support wellbeing at work.

According to respondents the main job motivational factors are good workplace atmosphere, good and fair leadership, appreciation and development of one's own skills. The employees feel that their employer can best motivate them by a rewards system and flexible management. The majority of respondents mostly value good working atmosphere in the workplace. Thus, it indicates the employees of case company are happy in their work. similarly, some respondents value good working hours in the commissioning company.

According to the respondents proper coaching and training for employees plays an important role in the employee performance and productivity. Thus, it seems that it need further improvement and development in this area.

For further research on well-being at work, workplace health promotion and productivity it would be beneficial and interesting to discuss with the professional groups which described in chapter 8. In additional, conducting well-being surveys every year would be better. Since, these kind of a survey is important for both employees and employers so, it would be better to give sufficient and proper time to fill these kinds of surveys for respondents.

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APPENDIX 1

Work well-being action

1. How would you describe work well-being with your own words?

2. Why is it so important to take care of work well-being?

3. How could you improve well-being with your own actions?

4. Why it's important to motivate employees? How do you motivate?

5. Well being action: (answer in Yes or No)

- Surveys to individual
- Non-monetary rewards for example: sports vouchers, refreshment days, trips or others perquisites
- Trainings for example: safety training, first aid training and others
- Well being information
- Heath are service
- Sickness
- Supportive action
- Wellness checks

APPENDIX 2

Survey questionnaires in English version

1. Background information

a) Gender

☐male ☐female

b) How long have you been employed at current company? ☐

☐Under 1 year.....☐1-3 years..... ☐over 3 year.....

c) what was your educational level?

☐Comprehensive school

☐Vocational school / upper secondary school

☐Polytechnic / University

d) How do you assess the work environment at your work?

☐relaxed, encouraging, pleasant, supports new ideas

☐relaxed, encouraging and pleasant, but old approaches

☐tense, tight and supporting and encouraging new ideas

☐ tense, tight, , old approach, prejudiced

2. Wellbeing at work and workplace health promotion

a) What does WBW mean to you?

b) Have you experience WBW?

☐Yes ☐No ☐Somehow

c) What does workplace health promotion mean to you?

d) Do you feel your employers is concern for your health and well-being?

☐Yes ☐No ☐Somehow

e) Do you identify well being activities at your workplace?

☐Yes, how?

☐ No, why?

f) Should any Wellbeing at work matters be developed at your company?

☐ Yes, what? _____

☐ No

3. values and motivation

a) Have you enjoy your job/task?

☐ Yes ☐ No ☐ Somehow

b) Are you committed towards your job and employer?

☐ Yes ☐ No ☐ Somehow

c) How would you describe your job motivation in your workplace?

☐ Salary

☐ Good workplace atmosphere

☐ Working hours

☐ Good and fair leadership

☐ Non-monetary rewards (for example: sports vouchers, refreshment days, trips or others perquisites)

☐ Appreciation

☐ Development of own skills

☐ Others

d) Could your manager increase your job motivation? how?

e) What do you personally value most in work?

☐ Salary

☐ Good workplace atmosphere

☐ Working hours

☐ Good and fair leadership

☐ Non-monetary rewards (for example: sports vouchers, refreshment days, trips or others perquisites)

☐ Appreciation

☐ Development of own skills

☐ co-workers

☐ Others

f) In your opinion do you think employees satisfaction/ dissatisfaction reflect on the work performance?

☐ Yes, How?_____

☐ No, How?_____

4. Employee performance

a) Can you describe your performance in work?

☐ Effective

☐ Efficient

☐ Poor

☐ I don't know

b) Suppose your full potential to work would be 100%, at the moment on which level would you feel you are?

☐ 0-25%, why?_____

☐ 26%-50%, why?_____

☐ 51-75%, why?_____

☐ 76-100%, why?_____

c) Do you identify the factors that increase/decrease your job performance?

☐ Yes, what are they?_____

☐ No

d) Can your manager increase your performance?

☐ Yes, how?_____

☐ No, how?_____

APPENDIX 2 (FINNISH VERSION)

1. Taustatiedot

a) Sukupuoli

☐ Mies ☐ Nainen

b) Kuinka kauan olet työskennellyt tämän hetkisessä yrityksessäsi?

☐ Alle vuoden ☐ 1-3 vuotta ☐ yli 3 vuotta

c) Aiempi koulutuksesi?

☐ Peruskoulu ☐ Ammattikoulu / lukio ☐ ammattikorkeakoulu / yliopisto

d) Miten arvioit työympäristöäsi?

☐ Rento, rohkaiseva ja miellyttävä, tukee uusia ideoita

☐ Rento, rohkaiseva ja miellyttävä, mutta vanhat toimintatavat

☐ Jännittynyt ja tiukka, mutta tukee ja kannustaa uusia ideoita

☐ Jännittynyt ja tiukka, vanhat toimintatavat, ennakoluuloinen

2. Hyvinvointi työelämässä ja työterveyden edistämisessä

a) Mitä työhyvinvointi (WBW) merkitsee sinulle?

b) Koetko WBW:n toteutuvan kohdallasi?

☐ Kyllä ☐ Ei ☐ Jossain määrin

c) Mitä terveydentilan edistäminen työpaikalla merkitsee sinulle?

d) Huolehtiiko työnantaja hyvinvoinnistanne ja terveydestänne?

☐ Kyllä

☐ Ei

☐ Jossain määrin

e) Tunnistatko työpaikallasi hyvinvointia edistäviä toimintatapoja?

☐ Kyllä, millaisia? _____

☐ En, miksi? _____

f)) Pitäisikö WBW-asioita kehittää työpaikallasi?

☐Kyllä, miten? _____

☐Ei

3. Arvot ja työmotivaatio

a) Nautitko työstäsi?

☐Kyllä ☐En ☐Jossain määrin

b) Oletko sitoutunut työhön / työnantajaan?

☐Kyllä ☐En ☐Jossain määrin

Mitkä tekijät kasvattavat työmotivaatiotasi?

☐ Palkka

☐Hyvä ilmapiiri

☐Työtunnit

☐Hyvä ja oikeudenmukainen johtajuus

☐Rahattomat edut (esimerkiksi liikuntatarjonta, virkistyspäivät, matkat tai muut lisäedut)

☐Arvostus

☐Omien taitojen kehittäminen

☐Muut asiat

d) Voisiko työnantajasi lisätä motivaatiotasi työntekoa kohtaan? Miten?

e) Mitä henkilökohtaisesti arvostat eniten töissä?

☐Palkka

☐Hyvä työpaikan ilmapiiri

☐Työtunnit

☐Hyvä ja oikeudenmukainen johtajuus

☐Rahattomat edut (esimerkiksi liikuntatarjonta, virkistyspäivät, matkat tai muut lisäedut)

☐Palkattomat edut, kuten liikuntatarjonta, virkistyspäivät, matkat ja muut lisäedut

☐Arvostus

☐Omien taitojen kehittäminen

☐Työtoverit

f) Ovatko työntekijät mielestäsi tyytyväisiä / tyytymättömiä suorittamaansa työhön?

☐Tyytyväisiä, miten? _____

☐Tyytymättömiä, miten?_____

4.Työntekijöiden suorituskyyky

a) Miten kuvaisit suorituskyykyäsi?

☐Tehokas

☐Suorituskyykyinen

☐Huono

☐En tiedä

b) Olettaen, että täysi työpotentiaali on 100%, millä tasolla tunnet olevasi tällä hetkellä?

☐0-25%, miksi? _____

☐26% -50%, miksi? _____

☐51-75%, miksi? _____

☐76-100%, miksi? _____

c) Tunnistatko tekijät, jotka lisäävät tai pienentävät suorituskyykyäsi?

☐ Kyllä, mitä ne ovat? _____

☐Ei, miksi?_____

d) Voisiko työnantajasi lisätä suorituskyykyäsi?

☐ Kyllä, miten? _____

☐Ei, miten?_____